

***NATIONAL MARINE FISHERIES SERVICE POLICY DIRECTIVE PD 30-104  
SEPTEMBER 29, 1995***

***Administration and Operations***

***NMFS EMPLOYEE INVOLVEMENT AND OPEN COMMUNICATION POLICY***

**NOTICE:** This publication is available at: <http://www.nmfs.noaa.gov/directives/>.

**OPR:** F/ (R. Schmitten)  
**Type of Issuance:** Initial

**Certified by:** F/

***SUMMARY OF REVISIONS:***



UNITED STATES DEPARTMENT OF COMMERCE  
National Oceanic and Atmospheric Administration  
NATIONAL MARINE FISHERIES SERVICE  
1335 East-West Highway  
Silver Spring, MD 20910  
THE DIRECTOR

SEP 29 1995

MEMORANDUM FOR ALL NMFS EMPLOYEES

From: Rolland A. Schmitt

SUBJECT: NMFS Employee Involvement and Open Communication Policy

I am pleased to announce a new policy that promotes teamwork, employee involvement and open communication at all levels of the organization. This policy is based on recommendations from the Employee Involvement and Internal Communications Charter Team and the Information Management Charter Team and is consistent with recommendations from several of the other charter teams. This policy is also consistent with the National Performance Review (NPR) goal of "empowering employees to get results."

The cornerstone of the NMFS organizational and cultural changes is our commitment to doing business through a collaborative teamwork approach. Our employees are our most valuable asset in accomplishing the NMFS mission. We must ensure that employees at all levels have the information they need to do their jobs and are involved in the decision making process especially on matters directly impacting them.

Effective immediately, it is our policy to incorporate teamwork and collaboration into our normal way of conducting agency business. We have already announced the formation of several collaborative structures including the Executive Board, Regional Boards, Coastal Boards, and the Science Board. In addition, we have established several "standing" functional teams at the agency level such as the Administrative Effectiveness Board and the National Information Management Coordinating Committee as well as ad hoc teams such as the recently appointed Agency Image "Tiger Shark" team. Our ten charter teams and the Organization Review Team (ORT) have served as models for achieving excellence and quality through employee involvement and teamwork. It is the responsibility of every NMFS employee to promote teamwork and collaboration as a day-to-day practice.

Fundamentally, effective employee involvement and teamwork require timely, open and quality communication at and among all levels of the organization. Our commitment to open communications in NMFS is critical to the success of our change effort. In June you received a memorandum from me outlining our commitment to customer service and public outreach. This memorandum sets forth an equally important agency policy of open communication internally as demonstrated by:



- o Treating all information (including data) as a shared agency resource;
- o Establishing systems that make information easily accessible to all employees when and where they need it;
- o Ensuring an ongoing, timely flow of information to all NMFS employees particularly on matters directly impacting them; and
- o Opening organizational meetings and fostering employees input into decision making processes.

I expect all NMFS managers, supervisors and employees to apply these principles and practices in our day-to-day business, as appropriate, with each other, our NOAA/DOC partners, our constituents and other interested parties. This is one of the most significant commitments we must make in order to achieve our vision of organizational excellence and success.